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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Facilities Projects Costs

FROM:

Daniel A. Childs, Jr.
Comptroller

EXTENSION

NO.

COMP 87-011

DATE

9 January 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDA

8 JAN 1987

WST

For coordination

2.

3.

Executive Registry

9 JAN 1987

TKK

4.

5.

Executive Director

15 Jan 87

JT

For signature

6.

7.

Acting DCI

16 JAN 1987

8.

EXDIR

9.

10.

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budget Q+A for 164.



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SUBJECT: Facilities Projects Costs

Some Management Lessons

10. Not surprisingly, we have learned several painful lessons from reviewing the whole space/facilities issue over the past year. The following are the most important of those lessons.

-- We must do a better job of giving those in the Executive branch and Congress who examine our resource requests an earlier insight into the problems that we expect to face in the future. Frankly, our dogged insistence until the last year that, somehow, we would all fit into the New Headquarters Building has only made it harder to present the case for

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-- Planning for facilities management must be based on better data on all types of personnel who will be housed in Agency buildings. We can no longer ignore, as we did in sizing the New Headquarters Building, the space required for part-time staff, Agency contractors, and commercial contractors who work under our direct supervision. By 1989, for example, we estimate that personnel in these categories will comprise more than

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-- We must place greater emphasis on consolidated project management-- particularly tight configuration control--and program review than we have done in the past. I have asked the DDA to put into place mechanisms to keep me and other senior Agency managers more fully informed on this aspect of these facilities investments.

-- We need to do a better job in integrating various projects across the Agency. The increase in communications costs in the New Building Support program, for example, reflects the lack of a clear translation to the project office of the implications of the Agency-wide explosion in the use of ADP. In all fairness to our people, however, it must also be pointed out that the almost constant flow of new communications products and concepts from industry over the last few years has made an already difficult problem immensely more complex.

11. I hope that this memorandum answers your questions about our major facilities programs. Please let me know if you wish additional details on these investments.

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